

# LYNCHBURG CITY COUNCIL

## Agenda Item Summary

MEETING DATE: **March 23, 2004, Work Session**

AGENDA ITEM NO.: 4

CONSENT:

REGULAR: **X**

CLOSED SESSION:

(Confidential)

ACTION:

INFORMATION: **X**

ITEM TITLE: **Information Technology Strategic Plan**

### RECOMMENDATION:

No action required. This item is being presented to educate City Council on the recently drafted update to the City's Information Technology Strategic Plan.

### SUMMARY:

City staff began work in the summer of 2003 to update the City's Information Technology Strategic Plan, culminating in the creation of an updated plan in December, 2003. This plan clarifies the role of the Information Technology Department in providing technical services to City departments. It also outlines principles for managing the City's information technology investment, and includes statements of direction in seven areas for the City to follow in the next several years. A summary of the plan's major points is included in the attached document.

### PRIOR ACTION(S):

None.

### FISCAL IMPACT:

None.

### CONTACT(S):

Mike Goetz at 455-6002.

### ATTACHMENT(S):

(1) "Summary – Information Technology Strategic Plan 2004"

REVIEWED BY: lkp

## SUMMARY

### INFORMATION TECHNOLOGY STRATEGIC PLAN – 2004

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#### MISSION OF THE INFORMATION TECHNOLOGY DEPARTMENT

The purpose of the City's Information Technology Department is to provide technology services to all City departments – “the enterprise.”

***Mission Statement:*** *To partner in our customers' success through the provision of high quality information technology solutions and services.*

#### GUIDING PRINCIPLES - CITY'S INFORMATION TECHNOLOGY INVESTMENT

Shared principles across all City organizations are a necessity for the most effective use of the City's technology resources. Nine (9) fundamental principles are defined to guide the City's information technology initiatives and investment. These principles closely follow industry best practices and trends.

1. Every technology initiative will have a defined business need and customer sponsor.
2. Technology will be shared across departments and applied to common work processes wherever possible.
3. Every technology initiative will be evaluated for its full requirements and costs, covering the full life cycle of the initiative, before a solution is developed and implemented.
4. Common data will be used across departments and shared to the fullest extent possible.
5. Custom application development will be minimized. "Buy" will be the preference versus "build."
6. Proven advanced technologies will be pursued.
7. Proprietary technology solutions will be minimized. Open architectures and standards will be followed.
8. Technology initiatives will adhere to city-wide technology standards.
9. Technology projects will be managed using a standard project management methodology.

## STRATEGIC TECHNOLOGY INITIATIVES

The plan's strategies and actions are grouped into seven focus areas. Each focus area contains several "statements of direction," with associated strategies and action items. The focus areas and statements of direction are listed below. The associated action items can be found in the full plan available on the Citynotes intranet site on the department page for the Information Technology Department.

<b>FOCUS AREA 1: GOVERNMENTAL BUSINESS PROCESSES</b>
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<b>1.1 General Government Business Processes</b>
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<b>Statement of Direction:</b> Define core City business processes and ensure that appropriate technology is being utilized to support them.
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<b>1.2 Public Safety Business Processes and Services</b>
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<b>Statement of Direction:</b> Identify public safety processes, as a subset of overall governmental business processes, and ensure appropriate technology is being utilized to support them.
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<b>FOCUS AREA 2: GOVERNMENTAL SYSTEMS</b>
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<b>2.1 General Government Systems</b>
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<b>Statement of Direction:</b> Deploy enterprise information technology solutions to address common business processes for use by all departments, eliminating system and data duplication.
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<b>2.2 Public Safety Systems</b>
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<b>Statement of Direction:</b> For those processes unique to public safety, deploy information technology solutions to address common business processes for use by all public safety departments, eliminating system and data duplication.
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<b>2.3 Geographic Information System (GIS)</b>
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<b>Statement of Direction:</b> Deploy one strategic Geographic Information System to provide GIS services and resources to all City departments.
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<b>2.4 E-Government Services</b>
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<b>Statement of Direction:</b> Develop an E-Government strategy for the City, incorporating identified departmental E-Government goals and the City-wide business process model.
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**FOCUS AREA 3: TECHNOLOGY POLICIES AND PROCEDURES****3.1 Systems Development Methodology and Process**

**Statement of Direction:** Implement a standardized, repeatable process for implementing technology solutions across the City.

**3.2 Centralized Technology Project Initiation and Tracking**

**Statement of Direction:** Establish a centralized technology project initiation and tracking process for managing technology projects across City departments.

**3.3 Project Governance And Information Technology Policy**

**Statement of Direction:** Use a customer-driven structure to evaluate project requests, set priorities, and establish technology policies and standards.

**3.4 Version Control and Configuration Management**

**Statement of Direction:** Implement a process to support version control and configuration management for key applications and their respective operational environments.

**3.5 Technology Reference Architecture**

**Statement of Direction:** Develop a formal technology reference architecture document that services as the basis, blueprint, and standards for the implementation of technology within the City.

**FOCUS AREA 4: TECHNOLOGY ORGANIZATION****4.1 Centralized Technology Support**

**Statement of Direction:** Eliminate autonomous groups responsible for planning, implementing, and maintaining technology within the City, and centralize these functions into a City-wide Information Technology organization.

**4.2 Technology Support Services Division**

**Statement of Direction:** Implement a multi-tier customer support process and organizational structure, incorporating centralized technology project initiation, tracking, and customer care.

#### **FOCUS AREA 4: TECHNOLOGY ORGANIZATION**

##### **4.3 Database Design and Administration**

**Statement of Direction:** Provide for the design, engineering, implementation, and support of all database management systems utilized by the City.

##### **4.4 Technology Services Education**

**Statement of Direction:** Develop an education curriculum to provide both new and current employees with a mechanism for learning how to utilize and take advantage of technology currently available within the City.

##### **4.5 GIS Division**

**Statement of Direction:** Establish a division within the Information Technology Department to lead the City's strategic GIS efforts.

##### **4.6 Public Safety Application Services Division**

**Statement of Direction:** Establish a division within the Information Technology Department to lead and support applications utilized for public safety functions within the City.

#### **FOCUS AREA 5: NETWORK ARCHITECTURE**

##### **5.1 Enterprise Network Services**

**Statement of Direction:** Develop a network architecture which supports integrated, enterprise use of network services.

##### **5.2 Network Services Availability**

**Statement of Direction:** Establish a network services environment which meets the business needs for availability.

**FOCUS AREA 6: APPLICATION AND DATA ARCHITECTURE****6.1 Enterprise Database Management Systems**

**Statement of Direction:** Identify a strategic, standard set of database management systems to support multiple applications in a centralized, highly available manner.

**6.2 Enterprise Decision Support Platform**

**Statement of Direction:** Establish a separate, read-only decision support platform and enterprise reporting service to support analytical and ad hoc reporting, while also providing a data infrastructure supporting the City's E-Government plan.

**6.3 Enterprise Data Model**

**Statement of Direction:** Develop an enterprise data model to provide the City with a comprehensive view of data elements in key systems, supporting integrated information access, decision support, and E-Government.

**6.4 Systems Integration Architecture**

**Statement of Direction:** Develop a detailed technical architecture to support both batch and real-time interfaces between key business systems and platforms.

**FOCUS AREA 7: SECURITY ARCHITECTURE****7.1 Enterprise Information Security**

**Statement of Direction:** Establish centralized information security practices across applications and network services that ensure safety and security of information.

**7.2 Enterprise Application Security Service**

**Statement of Direction:** Establish a centralized security architecture for providing authentication and authorization for key applications within the City.